

4 FEB 1974

FAES Registry  
Training 3

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : The Foreign Affairs Executive Seminar

STATINTL

1. In a comment on [REDACTED] critique of the Foreign Affairs Executive Seminar, you asked if we were getting out of the FAES what we could, and should. You will recall that during 1972, OTR responded to a variety of questions you raised about the FAES concerning the value of the Seminar to CIA personnel, the new posture of the FAES relative to the old National Interdepartmental Seminar, consultation with the Directorates as to whether and how the FAES should or should not be integrated into the career development of its officers, contributions to the Seminar by CIA personnel, Agency funding of the FAES, and student quotas. You, in turn, sent this information to the Deputy Directors, General Counsel, and the Inspector General.

2. Subsequently, you informed the Director of Training that based on the discussions with the Deputy Directors, CIA would continue to participate in the FAES, support it at the FY 73 level, and provide visits to CIA and lectures as requested. You also mentioned there would be no solid quota for each directorate for attendance at the FAES, but that the Agency should solicit the positive interest of the directorates in sending people as a way of breaking out of any possible parochialism and expanding their relationships within the foreign affairs community. You also stated that OTR should integrate the FAES into the career training pattern being developed by various directorates or career services -- especially for those officers who will be closely involved with other members of the foreign policy community in Missions abroad or work here at home. In concluding, you said CIA should consider the FAES as a quasi-internal course rather than one of external training, that you hoped the Training Board of Visitors would include the FAES in its annual review, and you asked that you be kept informed of CIA's participation in the FAES.

3. The OTR reply to your memorandum stated that they would assist the career services to develop training profiles and recommend the inclusion of the FAES where appropriate, emphasize the FAES in the OTR catalog as a valuable program for such officers, and bring the concept to the attention of the Board of Visitors for its continuing attention and stress.

4. The information about the FAES which follows will attempt to respond to your comment as to whether CIA is getting out of the FAES what we could, and should. Too, it will serve to update you on all aspects of CIA's participation, selection of personnel to attend the Seminar, the half-day visit to Headquarters, inputs provided by other CIA resources, and OTR efforts to stimulate interest in the FAES.

5. The FAES has just completed its thirteenth offering, 665 persons have attended, 76 of whom were from CIA (DDI-30, DDM&S-29, DDO-17). As the course matured and its reputation spread, CIA participation increased numerically, improved qualitatively, and the selection of personnel has been uniformly excellent. CIA participants have become increasingly more active in the plenary discussions, they have arranged to bring highly competent CIA speakers to address the Regional Groups on a variety of topics, and they have been extremely helpful in assisting with the half-day visit to Langley. As you know there is no longer any quota for CIA personnel, but it would be very useful if we could continue to have a minimum of five officers assigned to each running so that we could have CIA representation in each of the five Regional Groups - American Republics, Africa, East Asia, Europe, and Near East and South Asia. The previous quota of eight is used only in determining shared costs. In FY 73 CIA's share of the FAES budget (estimated at approximately \$300,000) was \$12,130, about \$330 for each of the 37 officers we sent.

6. The FAES critiques prepared by CIA personnel have been overwhelmingly favorable with the predominant theme that the course provides an opportunity to mix with a widening spectrum of U.S. Government personnel engaged in foreign affairs and the opportunity to obtain a comprehensive view of foreign affairs from the Community standpoint. Recently the selection of CIA personnel to attend the FAES has been most appropriate. They have included several senior analysts from the DDI; a number of administrative, support and security officers from DDM&S destined for assignment abroad, and operations officers from DDO who have just returned or are about to depart for overseas assignments.

7. You are aware that CIA is the only member of the intelligence community that has been asked to provide a formal input to the FAES. Too, the visit to Langley is one of the very few field trips that the FAES makes, the others being to State and Congress. Howard Haugerud, Chairman of the FAES, considers the visit to Headquarters to be a highlight of the course and recently remarked that he was "extremely delighted" with all aspects of the Agency's participation in the program. The half-day visit has vastly improved during the past months through the use of only one plenary speaker, the discussion with DDI representatives, and luncheon in the Rendezvous Room. Your generosity in speaking at practically every visit to Headquarters and candid responses to the questions of the participants has done much to open up the Agency to the Community. Too, the appearances of [REDACTED] who have appeared in plenary sessions have been first rate. The splendid cooperation of the Deputy Director for Intelligence in providing five officers for every visit to meet with the Regional groups provides additional exposure for CIA to the foreign affairs community. The feedback from the participants and FAES staff members attending these sessions manifests that they have been highly impressed with the professionalism, candor, and substantive knowledge of the DDI officers. Too, the amenities furnished by the Office of Security in facilitating access to Headquarters and the Cafeteria personnel in arranging the luncheon in the Rendezvous Room have been duly noticed and appreciated by the participants and the FAES staff.

8. OTR has sought to stimulate and sustain interest in the FAES in many ways. The OTR representative to the FAES has met with the Senior Training Officers in DDO and DDS&T (DDM&S and DDI are always represented and their selection is good) to discuss your interest in the program, the benefits to be derived for appropriate personnel, the syllabus of the Seminar, and the caliber of plenary speakers. The OTR Registrar includes a reminder well in advance of a particular offering of the FAES in the Semi-Weekly Notes to all Agency Training Officers. These Notes include a general summary of the FAES and the dates for upcoming courses. In addition, the Registrar advises the DDM&S Senior Training Officer of the FAES enrollment status and he reports this information at the DDM&S staff meetings. The Registrar also provides information and handouts about the FAES to individual requesters.

9. The Agency could probably get more out of the FAES by sending greater numbers of personnel and instituting a tighter selection policy. This could be achieved through

your earlier recommendations that the FAES be included in the career development plans of appropriate personnel. Obviously, there are a number of officers who could benefit from the course but are either unaware of its existence or cannot be spared because of the press of business. We will continue to have the OTR representative to the FAES contact Senior Training Officers, address Training Officers' Conferences, invite officers to monitor various FAES sessions, attend the visit at CIA, and stress the value of the Seminar to individuals and the Agency. Further, we intend to publicize the FAES in an OTR Special Bulletin, include an article about the course in the OTR Catalog, and put the discussion of the FAES on the agenda for the Directorate Training Officers' meeting and the forthcoming Agency Training Officers' Conference.

/s/ Harold L. Brownman

HAROLD L. BROWNMEN  
Deputy Director  
for  
Management and Services

Atts

- Att 1: Memo dated 21 Nov 73
- Att 2: FAES Schedule
- Att 3: FAES Course Syllabus
- Att 4: FAES Objectives

ORIGINATOR:

ILLEGIB

[REDACTED]

30 JAN 1974

*boy* Alfonso Rodriguez  
Director of Training

Date

Distribution:

- 0 - Adse. (w/atts)
- 1 - ER
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- 2 - DD/MQS [REDACTED]
- 2 - DTR [REDACTED]
- 2 - PAES/II

OTR/II/[REDACTED]:d1 (28 Jan 74)

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Remarks:  
Mr Brauman briefed. I also  
briefed [REDACTED] who asked  
for a copy of the DCI comments.  
orig sent

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DDM&S  
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5454

NO.

DDM&S 74-0350

DATE

4 FEB 1974

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

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2.

3. ~~DCI~~  
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12.

DD/M&S 74-0350: Memo dtd 4 Feb 74 to DCI fr DD/M&S, subj: The Foreign Affairs Executive Seminar w/Atts

13.

14.

15.

*Excellent - &  
many thanks -  
Suggest circulate  
to 9/9 + Com  
members -*

To 5: Per above comment.